

Comprehensive Emergency Management Plan (CEMP)

Annex V

CONTINUITY OF OPERATIONS PLAN (COOP)



Milwaukee County Office of the Sheriff (MCSO)
Division of Emergency Management

TABLE OF CONTENTS

II. COOP.	ANNEX V
A. SUMMARY OF JURISDICTION'S COOP	V-5
B. OBJECTIVES OF THE COOP/COG PLAN.	V-5
C. COOP/COG IMPLEMENTATION	V-6

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V. CONTINUITY OF OPERATIONS PLAN (COOP)

V. CONTINUITY OF OPERATIONS PLAN (COOP).

A. SUMMARY OF JURISDICTION'S COOP.

1. Purpose.

- a. This plan outlines the Milwaukee County viable and executable contingency plans for Continuity of Operations (COOP) (i.e., providing essential functions to customers from a different location due to the primary facility becoming unusable for long or short periods of time) and Continuity of Government (COG) (i.e., the continued performance of essential agency functions and support of the governor during emergency or disaster situations.) This COOP/COG plan ensures that we:

- (1) Maintain a high level of readiness.
- (2) Implement the plan both with and without warning.
- (3) Become operational no later than 12 hours after activation.
- (4) Maintain sustained operations for up to 30 days.
- (5) Take maximum advantage of existing agency field infrastructures.

2. Authorities.

- a. Milwaukee County Ordinance 32.28 (Emergency Purchases) states that, "When immediate action is required to preserve property or protect life, health or welfare of persons, any department head is authorized to procure equipment, supplies and services directly in the open market. The procurement division shall be consulted and/or notified. Such action shall be reported, in writing, within forty-eight (48) hours after initial emergency action, in the county board, county executive and department of administration. Purchases and payments shall not be restricted by normal budget limitations. Appropriations transfers, if required, shall be initiated in accordance with fiscal procedures."
- b. Emergency operations not discussed in this ordinance will be conducted under standing Milwaukee County ordinances and all applicable state and federal laws.

B. OBJECTIVES OF THE COOP/COG PLAN.

1. Ensuring the continuous performance of an agency's essential functions and operations during an emergency,

2. Protecting essential facilities, equipment, records and other assets,
3. Reducing or mitigating disruptions to operations,
4. Reducing loss of life and minimizing damage and losses, and
5. Achieving a timely and orderly recovery from an emergency and resumption of full service to customers.

C. COOP/COG IMPLEMENTATION.

1. Phase I – Readiness and Preparedness.
 - a. **Mission Essential Functions (MEFs)** are identified as well as supporting human capital, equipment and capabilities. Risk mitigation options are developed in order to reduce the risk of a MEF failing based on vulnerability.
 - b. **Orders of Succession** are charted, for all leadership roles, which map the sequence of leadership transfer in an emergency.
 - c. **Delegations of Authority** are documented ensuring decision-making on emergency actions (e.g., to evacuate a building) and on key policies remains intact. Legal authorities are cited which include triggers for the delegation, limitations on authority, and notification of the delegation.
 - d. **Continuity Facilities** are identified and equipped to allow relocation of operations if the primary site is damaged. Fiscal, geographical and operational needs are considered when selecting alternative sites.
 - e. **Continuity Communications** are established at the primary and alternative facilities. Preventive measures (e.g., uninterruptible power supplies) and backup systems (e.g., two-way radio) are in place.
 - f. **Vital Records** that support the MEFs are identified and available in an emergency (at the primary and continuity facilities). This includes COOP plans and procedures, emergency contacts, payroll data, insurance policies, property titles/deeds, recovery vendors, etc., in multiple formats (e.g., digital and hardcopy).
 - g. **Human Capital** preparedness is ongoing ensuring family emergency plans (www.ready.gov) are in place. Procedures for contacting and accounting for all persons in an emergency is practiced and current.
 - h. **Devolution of Control** is established allowing the transfer of operations to another organization such as a regional field office. A roster of personnel who will perform the MEFs and triggers for activation (primary site is severely damaged and personnel are unavailable or incapable of deploying to the continuity facility) of the devolution plan are in place.
 - i. **Reconstitution** plans guide surviving and/or replacement personnel on restoring regular operations to full capacity. Restoration plans include damage assessment, restoration, and the identification of safe and habitable work conditions.
 - j. **Training, Tests and Exercises** are ongoing thereby validating plans and procedures. Vulnerabilities and gaps are identified and necessary corrective action is documented. Proposed improvements and fiscal implications are assessed (i.e., whether required to sustain a MEF).

2. Phase II - Activation and Relocation (0-12 hours).

- a. Utilize a decision matrix or flow chart to determine how to respond to the emergency. Activation may be partial (e.g., bomb threat) or full (e.g., gas utility explosion) depending on the severity of disruption.
- b. Notify alternate facility manager(s) of impending activation and actual relocation requirements.
- c. Notify the MCSO Division of Emergency Management Office (414-525-5770) (24/7) and other appropriate agencies of the decision to relocate and the time of execution or activation of call-down procedures.
- d. Activate plans, procedures and schedules to transfer activities, personnel, records and equipment to alternate operating facility(ies).
- e. Use a call-down (e.g., series of calls from one person to the next relaying specific information) to notify initial COOP/COG contingency staff to relocate.
- f. Instruct all other emergency and non-emergency personnel regarding their duties.
- g. Assemble necessary documents and equipment required to continue performance of essential operations at alternate operating facility(ies).
- h. Order equipment and supplies if not already in place.
- i. Transport documents and designated communications, automated data processing and other equipment to the alternate operating facility(ies) if applicable.
- j. Secure the normal operating facility physical plant and non-moveable equipment and records to the extent possible.
- k. Continue essential operations at the normal operating facility if available until alternate facility(ies) is/are operational.
- l. Advise alternate operating facility manager(s) on the status of follow-on personnel.

3. Phase III – Continuity Operations (12 hours – termination).

- a. Provide amplifying guidance to other key staff and non-emergency employees (e.g., who to report to, how often to check-in). Account for all personnel.
- b. Identify replacements for missing personnel and request augmentation as necessary.
- c. Commence full execution of mission essential functions at alternate operating facility(ies).
- d. Establish communications to all critical organizations, personnel and customers, and notify them of operations and status.
- e. Notify MCSO Division of Emergency Management and all other appropriate agencies immediately of the department's alternate location, operational and communications status and anticipated duration of relocation if known.
- f. Develop plans and schedules to phase down alternate facility(ies) operations and return activities, personnel, records and equipment to the primary facility when appropriate.

4. Phase IV – Reconstitution (termination and return to normal operations).

- a. Inform all personnel that the threat of or actual emergency no longer exists and provide instructions for resumption of normal operations.
- b. Supervise an orderly return to the normal operating facility or movement to other temporary or permanent facility(ies).
- c. Verify all systems (IT, mail service, security, etc.), communications (voice and data) and resources

(equipment, databases, personnel, etc.) are available and in working conditions.

- d. Identify records that were affected by the emergency and work toward recovering all of them, both vital and non-vital.
- e. Report status of relocation to Milwaukee County Division of Emergency Management and other agencies if applicable.
- f. Conduct an after-action review of COOP/COG operations and effectiveness of plans and procedures as soon as possible; identify areas for correction and develop a remedial action plan.

COOP PROCESS FLOW CHART

